

INTEGRATED DEVELOPMENT PLAN (DRAFT) 2011 - 2016

Ubuntu Municipality



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GLOSSARY OF ACRONYMS

5YLGSA	Five Year Local Government Strategic Agenda
ASGISA	Accelerated Shared Growth Initiative of South Africa
CPIX	Consumer Price Index
DM	District Municipality
DMA	District Municipality Area
DORA	Division of Revenue Act
EPWP	Expanded Public Works Programme
IDP	Integrated Development Planning
IGR	Intergovernmental Relations
KPA	Key Performance Area
LED	Local Economic Development
LM	Local Municipality
LUMS	Land Use Management Strategy
MDG	Millennium Development Goals
MFMA	Municipal Finance Management Act
NIPF	National Industrial Policy Framework
NSDP	National Spatial Development Plan
OTP	Office of the Premier
OPMS	Organizational Performance Management System
PGDS	Provincial Growth and Development Strategy
PIMS	Planning and Implementation Support (PIMS) Centre
SDBIP	Service Delivery Budget and Implementation Plan
SDF	Spatial Development Framework
SOE	State Owned Enterprises

1. INTRODUCTION

The new approach to local government has to be developmental and aims to overcome the poor planning of the past. Therefore, the Constitution of the Republic of South Africa, 1996 (Act 108 of 1996) instructs Municipalities to undertake developmentally – orientated planning. In Chapter 5 of The Municipal Systems Act, (Act 32 of 2000), municipalities are given the mandate to develop and adopt an Integrated Development Plan (IDP).

The Integrated Development Planning Process-

- is an integrated process of planning for the achievement of integrated development within the social, economic, environmental, spatial, infrastructural, institutional, technological and other development spheres in society;
- is a participatory process whereby communities and other stakeholders can participate democratically in the planning process for development;
- requires strong and effective linkages between planning and budgeting in order to guide the prioritization and resource allocation processes;
- consists of a network of linkages between different levels of government, government institutions, local governments, communities and other stakeholders;
- requires eminent intergovernmental and interdepartmental relationships as well as relationships with communities and other stakeholders;
- strives for the holistic achievement of development targets by government institutions on the different levels of government, and
- requires a particular process (IDP Process Plan) in order to affect the planning process in an orderly and systematic fashion.

In terms of Chapter 5 of the the Municipal Systems Act, the municipality have to develop a 5-year Integrated Development Plan. The 5 year lifespan of the IDP is linked directly to the term of office for local councillors. After every local government elections, the new council has to decide on the future of the IDP. The council can adopt the existing IDP or develop a new IDP that takes into consideration existing plans.

The municipality is responsible for the co-ordination and development of the IDP and must draw in other stakeholders in the area who can impact on and/or benefit from development in the area. Once the IDP is drawn up all municipal planning and projects should be done according to the IDP. The annual council budget should be based on the IDP. Other government departments working in the area should take the IDP into

account when making their own plans. The IDP is reviewed every year and necessary changes can be made.

The IDP has to be drawn up in consultation with forums and stakeholders. The final IDP document has to be approved by the council.

Main reasons why the Municipality should develop an IDP:

- Effective use of scarce resources

The IDP will help the local municipality to focus on the most important needs of local communities taking into account the resources available at local level. The local municipality must find the most cost-effective ways of providing services and money will be spent on the causes of problems in local areas.

Example: The municipality may decide to allocate resources to building a canal that will prevent homes being damaged during the flood season. This will reduce the financial burden placed on the municipality's emergency services and infrastructural costs.

- Helps to speed up delivery

The IDP identifies the least serviced and most impoverished areas and points to where municipal funds should be spent. Implementation is made easier because the relevant stakeholders have been part of the process. The IDP provides deadlock-breaking mechanisms to ensure that projects and programmes are efficiently implemented. The IDP helps to develop realistic project proposals based on the availability of resources.

- Helps to attract additional funds

Government departments and private investors are willing to invest where municipalities have clear development plans.

- Strengthens democracy

Through the active participation of all the important stakeholders, decisions are made in a democratic and transparent manner.

- Helps to overcome the legacy of the past.

Municipal resources are used to integrate rural and urban areas and to extend services to the poor.

- Promotes co-ordination between local, provincial and national government

The different spheres of government are encouraged to work in a co-ordinated manner to tackle the development needs in a local area.

Example: The Department of Health plans to build a clinic in an area. It has to check that the municipality can provide services like water and sanitation for the effective functioning of the clinic and that the land was not earmarked for another use.

2. OUTCOMES OF THE IDP

All Integrated Development Plans should have the following impacts, among others, in the medium to long term:

- Integrated Sustainable Human Settlement
- Stimulating Growth of Robust Local Economy
- Social Inclusion, social cohesion and Nation Building – Non-racism, Non-sexism, Democratic and accountable practices, equity, etc
- Environment Sustainability

3. A GOOD AND CREDIBLE IDP

A Realistic or Credible Integrated Development Plan must both comply with relevant legislation and convey the following:

- Consciousness by a municipality of its constitutional and policy mandate for developmental local government, including its powers and functions.
- Awareness by municipality of its role and place in the regional, provincial and national context and economy including its intrinsic characteristics and criteria for success. The degree of intergovernmental action and alignment to government wide policies, plans, priorities and targets.
- A commitment by the municipal council to ensure community empowerment and participation in the crafting, budget choices, implementation of this plan and monitoring through sincere communication, participatory and decision making mechanisms thereof.
- Comprehensive description of the area – the environment and its spatial characteristics.
- Insights into the trade-offs and commitments that are being made regarding economic choices, planning for Sustainable Human Settlements, integrated service delivery, and a resource and financial plans that can enable the implementation of such a plan
- The key deliverables for the next five years supported by a measurable budget and translated into the Service Delivery Budget Implementation Plan.
- A monitoring system (OPMS and PMS), that's based on the IDP indicators, targets, time frames, and responsible agents.
- Determines the capacity and capability of the municipality to implement the plan and how this capacity/capability would be improved through the Workplace Skills Plan.

- Conveys a responsive and sincere government that cares about its people, the environment and strives to build social cohesion.
- Must show a commitment by the municipality (and all of government) to improve the lives of the indigent, people with disabilities, women, youth and the aged.

4. FORMAT OF THE IDP

The Department: Provincial and Local Government provided a format guide to assist Municipalities in the compilation of good credible IDP's. The important sections are identified to serve as a guide to develop a credible Integrated Development Plan. The following format is regarded as suitable for the development of an IDP for Ubuntu Municipality:

4.1 Section A: Executive Summary

An executive summary should give a concise overview of the municipality, its current situation, key challenges and opportunities, as well as the priority strategies of the municipality to improve its situation over the five year term of the IDP, indicating the most critical targets to be achieved. The summary should also provide the concise overview of the powers and function of the municipality. This section should only be a few pages in length.

This summary should answer the following questions:

- Who are we?
- What are the issues we face?
- What opportunities do we offer?
- What are we doing to improve ourselves?
- What could you expect from us over the next five years?
- How will our progress be measured?
- How was this plan (IDP) developed?

Should broadly answer question of:

What	as-is assessment problem identification, Review of existing assumptions, systems & challenges; possible trajectory; vision What can reasonably possibly be achieved (not a wish list)
When	It should be cognizant of issues which may be addressed in short (three), medium (five) and long (ten) term how are we doing with existing plans, policies & programmes.
How	Consultation process followed.

	Scientific, legal, political, environmental and other technical analysis that informs the IDP. How will process, substance and performance be measured?
Who	Functional mandates: is it a municipal mandate address assigned, delegated or original mandates; IGR Issues
with what:	Ideally should have a resource plan/budget. Resource (human and material) available to realize the plans. Section 26 (<i>h</i>) a financial plan, which must include a budget projection for at least the next three years.

NB. Sustainability & viability of the Plans must be raised.

4.2 Section B: Situational Analysis

A detailed, deep and rigorous analysis of the status quo of the municipality with respect to the internal and external environment needs to be conducted, in consultation with the Community. It is imperative that the needs of the community are seriously considered and the priority list be contained in the analysis. Other stakeholders that must contribute to the analysis include Community Organizations, Private Sector, Non State Actors, Sector Departments and Parastals/ SOEs.

There needs to be consideration of and alignment to national, provincial and local policies and strategies e.g. AsgiSA, NSDP, MDGs, NIPF and PGDS. All sector plans (local, provincial, national) must be analysed in relation to the municipality.

This section should include the identification and brief analysis of priority areas with respect (but not limited to) the following: Demographics; Income & Employment; Economic Sectors; Infrastructure & Housing; Education & Health; Social (particularly women & youth, people with disability, elderly) and Cultural issues; Security and Safety, Land and Environmental considerations. The Institutional arrangements, governance and financial viability of the municipality must be assessed. A high level overview of the performance of the municipality in the past years should be included. The recommendations of the audit report should also be indicated. In addition, the capacity and capability of the municipality and the comparative and competitive advantages must be included.

A SWOT analysis is critical in relation to the areas above. This should be further elaborated upon, in terms of offensive, defensive and development strategies. An environmental scan needs to be included, as well as an outline of the specific competitive and comparative advantages of the municipality. This section must also assess existing and envisaged backlogs, services and their delivery, and estimated cost

thereof and reflect the entities responsible for services in terms of their powers and functions. It is important that the critical institutional capacity constraints of the municipality are also outlined. The IDP Nerve Centre Template should be utilized for purposes of analysis.

The status quo analysis must relate directly to a Spatial Analysis. The spatial analysis must consider the broad economic sectors and key structuring elements (nodes & corridors). It is important that areas of need, potential (existing & latent) and decline are shown spatially.

Challenges, a problem statement and final recommendations, in relation to above, should provide the basis for visioning and strategy development in the next sections. The following are considered key components of the analysis:

- Prioritised community needs per ward, local and district annually (in a table format)
- Alignment with policy and strategy
- Brief profile of priority areas
- Institutional and financial viability assessment
- SWOT analysis
- Assessment of existing and envisaged backlogs and service delivery status
- Spatial Analysis
- Problem statement, Challenges and recommendations

Since the Analysis Section provides an overview of the area, the municipality and the organisation's capability, it would be the base for all plans that emanate in the following sections, including sector plans.

All municipalities should aim to address the above deliverables. 'Poorly' capacitated municipalities may address these deliverables in relation to their capacity constraints. The situational analysis should be updated annually and a thorough review of the analysis should be done on a 5 year basis or as required.

4.3 Section C: Vision

(Forward looking, Based on values and principles, Should be short, succinct, long-term)

4.4 Section D: Mission

(Should be short, succinct, crisp and realistic, medium term)

4.5 Section E : Strategic Objectives

What does the municipal council hope to have achieved by the end of its term of office?

4.6 Section F: Development Strategies

What strategies the municipalities needs to adopt so as to meet the objectives and mission?

- Long Term Growth & Development Goals, which is suggested to be forecasted at minimum of 10 – 15 Years
- These must be linked to the national imperatives and frameworks.
- In crafting the Strategies reference must be made to:
 - Summary of the conclusions of the Situational Analysis
 - Powers and Functions of the municipality
 - Important Sector Plans (Depts and SOE's) linked to NSDP and PDGS
 - Demonstration of linkages between the identified Strategies and the Sector Plans
 - Designated Groups (People with Disability, Women, Elderly and Youth)
- Environmental strategy should translate into the Environmental Sector Plan as an attachment
- The District Municipal Development Strategies should not be in conflict with those of its Local Municipalities'. It should reflect and be linked to those of the constituent LM's
- The Strategies must be focused, specific, measurable, time-bound and attainable

The District Growth and Development Summit resolutions should be used to inform the strategies

These should be structured into 5 Key Performance Areas (KPA's) of the Five Year Local Government Strategic Agenda.

Important KPA's are:

- Spatial Analysis and Rationale
- Basic Service Delivery
- Local Economic Development
- Municipal Transformation and Organisational Development
- Municipal Financial Viability and Management
- Good Governance and Public Participation

It is important to note that the KPAs, while organised as they are to facilitate ease of all of Government planning and performance, cannot be seen as constructs separate from each other. They overlap and affect each other and should be as follows:

4.6.1 Section F 1: Spatial Rationale (KPA 1)

There are different classifications of municipalities. In the case of Ubuntu it is a Low and Medium Capacity Local Municipality that are Predominantly Rural.

Therefore, the overview of Spatial Analysis and Rationale -

- Must participate and adopt the District SDF;
- adopt guidelines for land use management that inform the LUMS;
- must include a capital expenditure framework showing where the Local Municipality intends spending its capital budget (mapping the projects [capital and maintenance] included in the budget);
- must consider to include a strategic environmental assessment for the areas impacted by a key anchor project located in the municipality;
- must consider to indicate the interventions that will be implemented and detailed design parameters that private sector and government must comply with in urban centres.

4.6.2 Section F 2: Basic Service Delivery (KPA2) (Service delivery projects table should be added)

This area must answer the Question “How is the municipality planning to deliver services to its citizens” This should form the core of the IDP and be given adequate consideration. Long and medium term considerations must inform the Short Term or annual plan of the municipality. It is this area that will drive basic services and Free Basic Services.

As a minimum, a three year plan with an indicative budget is a necessary and sufficient condition for this area to be acceptable. From general experiences in South Africa, this area is a crucial area for community participation and empowerment.

Besides consulting communities about their needs, it is crucial that the municipal’s council plans to inform communities about what is possible to deliver on in the next three years. However, the annual plan must speak to the Service Delivery Budget Implementation plan.

The EXCEL Table will assist with the Basic Service Delivery.

4.6.3 Section F 3: Local Economic Development (LED) (KPA 3)

A thorough economic analysis of the municipal area needs to be conducted with the intention to develop an LED strategy or plan. District Growth and Development / LED

Strategies for district municipalities and LED plans for local municipalities must be developed with input from District Growth and Development Summits. The National LED Framework should guide the development of these strategies and plans. The municipality needs to identify key catalytic projects that will stimulate Local economic growth. In terms of the targets set in the Provincial Growth and Development Strategy, mention the strategies that have been put in place in order to ensure that the targets are met and how they will be achieved. It is crucial to note that the first driver of LED is a well managed municipality. It is also crucial to note that LED cannot be done by the municipality alone but needs a partnership between civil society, business, non-state actors and government for any level of success.

The following should be considered in order for the municipality to have a Credible LED Strategy:

- Is the strategy aligned with the national, provincial and district objectives, particularly in respect of infrastructure and skills development?
- Has there been adequate consideration of spatial issues relevant to economic development?
- Is there empirical and statistical evidence to support the main development thrust of the strategy?
- Have the financial implications been considered, at least as far as an indicative budget?
- Has a review taken place of institutional factors that need to be in place to deliver the strategy?
- Is there evidence of adequate stakeholder and community involvement?
- Are there clearly identified objectives and can the attainment of these be measured?
- Is there an indicative time frame for the delivery of the strategy?
- Are management arrangements in place, such as a coordinating committee, a structure for reporting and an indicative format for work programmes?
- Have issues of improved governance relating to investment and job creation been considered?
- Is the area comparative and competitive advantage understood?
- Are plans to provide support to small enterprises adequate?
- Is there a sustainable programme in place to stimulate the second economy and to draw this closer to the first economy?
- Does the plan have full Council and stakeholder commitment?
- Is there leadership for the strategy among the stakeholders?
- Have monitoring and evaluation process been established?

4.6.4 Section F 4: Municipal Transformation and Organizational Development (KPA 4)

The following needs to be considered in the development of policies/strategies: The municipality needs to conduct a thorough assessment of the implementation of its previous years IDP and the weaknesses and strengths of its current organisation. This

section must contain an overview of all the policies that the municipality had adopted, and information about its Organizational Performance Management System (OPMS). Mention must be made of the status of workplace skills plan, HIV-AIDS, staff recruitment and retention policy, anti-corruption strategy. The organogram must support the development strategy.

4.6.5 Section F 5: Municipal Financial Viability and Management (KPA 5)

The following should be considered:

A long term strategy on how the municipality would be resourced over the medium and long term, and its alignment to the development strategies. Besides funding that the Division of Revenue Act (DORA) indicates that the municipality would be receiving over the next three years, the municipality must also consider the income that it could raise from services and other sources, including loans. Should also include:-

- Basic interventions that address the audit report.
- Return on Investments.
- Expenditure.
- Income.
- Cost effectiveness.
- Financial Plan and Budget.
- Risk Assessment and Management.
- Revenue enhancement measures.

Mention must be made on future human resources allocation planning and the implementation status of the workplace skills plan to enable service delivery

A guideline for the development of a Financial Strategy / Financial Plan provides two steps that can be used in compiling a financial strategy:

Step 1: The municipality must identify the challenges with regard its finances focusing on the cash flow plan (Budget), debt management etc. The pointers should be on operating revenue focusing on issues such as employee cost, repairs and maintenance, debt management etc.

Step 2: The municipality must provide strategic response to the identified challenges. Such responses may include short to long term mechanisms to control staffing costs, reduction of the cost of long term debt considering the available interest rate.

The factors to take into consideration when crafting a financial strategy are:

- Anticipated Consumer Price Index (CPIX)
- Expected growth in the municipality's economic and revenue base
- Projected staff growth and costs

- Targeted revenue collection from municipal services
- Affordability and sustainability of rates and tariffs
- Capital expenditure program and its impact on revenue

NB: All of the above must result in a multi-year budget as a concrete output.

4.6.6 Section F 6: Good Governance (KPA 6)

Good governance is about governing the area, municipality and its citizens in accordance with the Spirit of the Constitution of the Republic of South Africa. It includes community consultations, participation and empowerment as a central feature. Focus should be directed toward strengthening wards, ward-based plans and the institution, in order to design mechanisms to improve community participation and the governance of the Municipality. Consideration must be given to the quality and extent of community participation in municipal affairs.

A budget for good governance needs to be clearly indicated. It should also focus on the potential advancement of adequate skills of ward-based councillors. The consultation process should also include/involve a community participation plan that allows for qualitative inputs into the design of the budget. Furthermore, the role of traditional leadership in promoting good governance should be enhanced through utilisation of the partnership agreement with local government envisaged by the Traditional Leadership and Governance Framework Act.

While Community Participation and empowerment will form the core, the governance of the Institution is equally important. The good functioning of the Council and sub-committees such as the Audit Committee, Finance Committee, etc, is a further element of good governance. The design and adoption of policies and by-laws to ensure the effective performance of the Municipality, including its council, would also be a crucial element. While the IDP will not include the policy considerations, evidence of plans to improve all aspects of Good Governance should be indicated in the IDP.

4.6.7 Section F 7: Special Focus on Designated Groups and others (KPA 7)

- The long term Growth and Development Strategy must have a special focus on the development of woman, people with disabilities, the elderly and the youth.
- Adequate focus, energy and resources must be allocated to the development of these special groups and be reflected in the budgets and plans
- Policies and by-laws of municipalities would impact on the design and implementation of the detailed project plan. The Extended Public Works Programme or the HIV-AIDS Policy would be such examples.

4.7 Section G: Projects

- Five Year Programme:

The strategies are unpacked into a five year programme of projects with definable outputs for realization over a five year horizon. Some budget projections would be necessary

- Three Year Plan:

However, because the Division of Revenue Act (DORA) is public knowledge, projects in the next three of the five year period, must be more detailed with financial and other resources allocated.

- Annual Plan

The annual plan must be very detailed and correspond to the Service Delivery Budget Implementation Plan.

- Based on the Three Year Plan and the Five Year Programme
- Very detailed with quarterly (monthly if possible) objectives, activities and outputs.
- In Simple Log-Frame Format
- Main source of Organisational and Individual performance management Systems
- Reviewed at the end of each financial year with community, intergovernmental and non-state actor input

This annual plan is compulsory for all categories of municipalities and is a necessary and sufficient condition of a credible plan.

Note: A well designed Annual Plan / SBDIP will generate a Performance Management System.

5. THE INTEGRATED DEVELOPMENT PLAN (2011 – 2016)

A five-year Integrated Development Plan for Ubuntu Municipality:

5.1 Section A: Executive Summary

This Integrated Development Plan together with the different annexures to this plan reflects the current status of integrated development in the region.

The Ubuntu Municipality faces developmental needs on different levels and developed this IDP to address these needs in order to deliver better services to the citizens of the region and to comply with the requirements of the Constitution to be a developmental Local Municipality.

The different strategies to address these needs can briefly be summarized as follows:

- Infrastructural: Upgrading of water provision, water supply systems as well as the quality of water.
- Housing: Delivery of houses in all categories.
- Transport: Upgrade infrastructure for transport.
- Sanitation: Upgrading of sanitation systems.
- Storm water drainage: Upgrading of drainage systems.
- Solid waste: Improving solid waste management and infrastructure.
- Energy and Electricity: Upgrading of supply to communities.
- Telecommunication: Upgrading of systems.
- Agricultural: Water provision, farming, training.
- Land: Acquiring of land and infrastructure.
- Environment: Improve environment management.
- Economical: Economic development through strategies and training.
- Institutional: Improve administration, implementing transformation structures and training.
- Communities: Poverty alleviation, empowerment, Health, Education and Sport and Recreation.

5.2 Section B: Situational Analyses

In the process of developing situational analyses of the Ubuntu Municipality, it would be necessary to also take note of certain information regarding South African Statistics in the following paragraphs.

5.2.1 Introduction to analysis

Censuses 1996 and 2001 are the only all-inclusive censuses that Statistics South Africa has thus far conducted under the new democratic dispensation. Demographic and socio-economic data were collected and the results have enabled government and all other users of this information to make informed decisions. When cabinet took a decision to move away from the 5-year to 10-year censuses, that created a gap in information or data between Census 2001 and the next Census scheduled to be carried out in 2011. A decision was therefore taken to carry out the Community Survey (CS) in 2007.

The dawn of South Africa's new dispensation in 1994 witnessed the establishment of the Municipal Demarcation Board (MDB). In executing their mandate the board created a spatial design that would leave no part of the country outside a jurisdiction of a municipality. This definition of the politico-economic space eliminated the distinction between urban and rural areas which historically were reported on. Statistics South Africa therefore is not in a position to provide population results in terms of urban and rural population.

In establishing the municipalities, the board established three categories of jurisdiction namely, Category A, comprising of eight stand-alone metropolitan areas; Category B, comprising of 231 local municipalities and 25 District Management Areas (DMAs); and Category C, comprising of 47 district municipalities. Each district municipality is made up of a group of local municipalities and DMAs

Category A areas: A municipality that has exclusive municipal executive and legislative authority in its area.

Category B areas: A municipality that shares municipal executive and legislative authority in its area with a category C municipality within whose area it falls.

Category C areas: A municipality that has municipal executive and legislative authority in an area that includes more than one municipality.

When referring to households it means a group of persons who live together and provide themselves jointly with food or other essentials for living, or a single person who lives alone.

The users of this statistics should also note that the Community Survey (CS) 2007 is not a replacement of the Census.

The following important statistics flowed from the CS 2007 and have a direct impact on service delivery in the jurisdiction area of Ubuntu Municipality:

Estimated population and households: Census 2001 and Community Survey (CS) 2007

Municipalities	Persons		Households	
	Census 2001	CS 2007	Census 2001 *	CS 2007
Ubuntu Local Municipality	16 375	16 153	4 163	4 276

*Excludes collective living quarters

Percentage of households living in formal and informal dwellings: Census 2001 and CS 2007

Municipalities	Formal		Informal	
	Census 2001	CS 2007	Census 2001 *	CS 2007
Ubuntu Local Municipality	93,0	89,1	3,2	10,5

Percentage distribution of households by tenure status: Census 2001 and CS 2007

Municipalities	Census 2001				CS 2007	
Ubuntu Local Municipality						

Previous statistics from censuses of 1996 and 2001 are reflected hereunder, as -

- It still contributes to a better understanding of the current situation; and
- no other more recent and all inclusive statistics exist.

5.2.2 Local Government and Institutional

The Ubuntu Municipality, as the Local Government institution, is responsible for the Ubuntu Municipal Region. The region consists of Victoria-West, Richmond, Loxton, Hutchinson and Merriman. The Ubuntu Municipality, as a category B Municipality, falls within the jurisdiction area of the Pixley Ka Seme District Municipality, as a category C Municipality.

The following annexures to the IDP of Ubuntu refer to the institutional analysis:

- Annexure E: Integrated Institutional Plan
- Annexure F: Organizational Analysis

The status of the following development aspects are:

- Plan of the amalgamation of the Municipality (restructuring and integration of all areas and personnel).

Roles and Functions clarification of personnel.

- Job descriptions have been done.

Evaluations still to be done / finalized.

- Evaluation System.

This matter is still being attended to.

- Delegations.

Needs to be reviewed.

- Section 78 investigations.

Investigations on water services already been done.

Electricity investigation not fully completed.

Other investigations still have to be attended to.

- Review of By-laws.

Bylaws have been completed and officially approved under present situation.

- Purchase service delivery vehicle and equipment.

This item is still on the agenda for further attention.

- GAMAP/ GRAP implementation (In process).

It is still in process and will be given further attention as per the latest audit action plan.

- Strategic session for Councillors & Officials.

Annual strategic sessions is planned for Councillors and Officials.

- Training of Officials.

Refer to annexure G – Skills Development Plan.

- Training of Councillors.

The need analysis for training of incoming Councillors will be attended to.

The Municipality has the following structures / committees which are functioning within the Municipality:

- Financial Committee
- Corporate Service Committee
- Technical Committee
- Local Labour Forum
- IDP Representative Forum
- Ward Committees
- Communication Forum
- Audit Committee
- Tender Committee
- Councillors Oversight Committee
- Performance Evaluation Committee

The challenges are:

- Functioning
- Community participation
- Policies
- Other

5.2.3 Demographic and social

The Ubuntu demographic and social data obtained from the 2001 Census serves as the foundation of the Socio-economic analysis that includes the following information:

- Demographic Information
- Age group distribution
- Income levels
- Economic active portion of the population

Challenges are:

- Decreasing of population figures
- Income/economic active
- Other

Demographic information:

Demographic information is crucial for the planning of infrastructure and services and are reflected as follows:

Household size

Household size	Number of households in 2001
1	556
2	848
3	809
4	766
5	423
6	263

7	192
8	119
9	60
10 and Over	127

Population Group:

Persons	2001	1996
African	2748	3252
Coloured	11912	14337
Indian	23	7
White	1693	1970
Total Population	16376	19712

Age distribution:

Age distribution plays an important role in planning the priority services to be rendered. The demand for medical and social services increases proportionally as the percentage of older people increases.

Persons	2001	1996
Males – 0 - 4	914	1090
Males – 5 -14	1789	2437
Males – 15 -34	2708	3215
Males – 35 – 64	2126	2249
Males – Over 65	379	426
Females - 0 - 4	928	1133
Females - 5 - 14	1812	2556
Females - 15 - 34	2742	3268
Females - 35 – 64	2424	2570
Females – Over 65	554	597
Males - Total	7916	9417
Female - Total	8460	10124

Challenges are:

- Decreasing of population figures
- Medical and social services
- Old age
- Other

Income levels:

Income levels do not only influence the type of services to be rendered but also the level of the service. Income levels also indicate to private institutions where investments should be made.

Persons	2001	1996
None	10152	10722
R1 – 400	1572	1600
R401 – 800	2682	4167
R801 - 1600	710	361
R1601 – 3200	522	350
R3201 – 6400	405	515
R6401 – 12800	217	122
R12801 – 25600	71	12
R25601 – 51200	16	22
R51201 – 102400	14	14
R102401 – 204800	13	-
Over R204801	0	-

Challenges are:

- unemployment in the Municipal area
- Other

Economic active population:

Information about economic active population also impacts on the type and level of services to be rendered. This information also indicates the tendencies in employment within the region.

Labour Force:

Persons	2001	1996
Employed	4078	5169
Unemployed	2111	1656
Not Economically Active	3879	-
Total Labour Force	6189	-

Challenges are:

- Job creation

- Literacy
- Entrepreneurship
- Other

5.2.4 Infrastructure and Housing

The Infrastructure Analysis includes:

- Housing
- Water and Sanitation
- Roads
- Services

Housing:

Housing is one of the basic human needs that have a profound impact on the health, welfare, social attitudes and economic productivity of the individual. It is also one of the best indicators of a person's standard of living and of his or her place in society. In achieving the Millennium Development Goals, South African Government Policy is to ensure that its citizens live within good housing conditions. In order to achieve this goal, the government wants to eliminate all informal dwellings, bucket type of toilets, and ensure that all citizens have access to electricity for lighting, and access to clean, safe water within a reasonable distance.

This section therefore, highlights the results pertaining to housing conditions. The analysis has been done to profile the performance of the municipalities based on national and provincial achievements.

The current status of housing indicates the need for housing development, such as the building of houses, subsidy schemes and the possible upgrading of houses.

Households	2001	1996	Backlog
Formal	3873	3733	1200
Informal	134	412	1200
Traditional	152	44	0
Other	5	9	0

Challenges are:

- Upgrading of old pre 1994 scheme houses

- Address the housing backlog (1544)
- Completion of title deeds of the old scheme / bonanza houses
- Building of houses for farm workers.
- Town planning and surveying of plots for residential use.

Water and Sanitation:

The provision of Water and Sanitation are basic services to be delivered by the municipality. Complete and updated information concerning water and sanitation is crucial for planning purposes. Affordable delivery of water and sanitation is crucial for the municipality. Although it is an important source of income for the municipality, it can also be a financial burden on the municipality. It is expected from communities to pay for the supply of water and sanitation services, in order to enable the municipality to maintain an acceptable and suitable water and sanitation service. A proper credit control system assists the municipality to collect outstanding debts in a fair and reasonable manner.

Basic water includes:

- The provision of training in effective usage of water.
- The provision of a minimum of 25 liters drinkable water per person per day.
- The provision of a minimum flow of not less than 10 litres per minute within a radius of 200 meters from the household.
- The maintaining of an effectiveness of not more than 7 disruptions per water-user per annum.
- The regular treatment of the reservoirs and borehole with the necessary chemicals.
- The effective use of water.

Underground water is the only source of supply (borehole water)

Challenges are:

- Addressing the water quality in all towns.
- To compile a ward profile about water related issues.
- More water resources for the municipality.
- Insufficient water at Victoria-West
- Development of boreholes to deliver more water
- Briny water at Victoria-West
- Quality of water at Richmond

Sanitation includes:

- The provision of a sanitation system which contributes to healthy and hygienic conditions.
- Technical support to enable the construction and use of at least a “VIP” toilet per household, subject to constraints and guidelines with respect to water, health and the environment.

Information on sanitation is important for planning purposes. Municipalities are responsible for the provision of basic sanitation. The supply of basic sanitation is done in accordance with the provision of free basic services.

Basic sanitation:

Most of the houses on formal sites have full waterborne systems on the premises or in the houses. The bucket system is still in use in the newly established township along the N12 Victoria West. The informal settlements in Richmond and Loxton still make use of the bucket system.

Households	2001	1996
Flush Toilets	1556	1538
Flush Septic Tanks	373	-
Chemical toilets	48	-
VIP	107	-
Pit latrine	83	311
Bucket Latrine	1200	1467
None	797	910

Challenges are:

- Replacing of septic tanks with full waterborne sewerage systems.
- Addressing sanitation backlogs on farms
- Replacing old sanitation vehicles.
- Replacing of bucket systems with waterborne sewerage systems.

Drainage:

Serious drainage problems exist in Victoria-West, Richmond and Loxton, although the drainage problem in Victoria-West has partly been addressed.

Solid waste:

Refuse Removal Services does exist in Victoria West, Richmond and Loxton. Each of these towns does have a dumping site. The dumping site in Victoria West must be moved as hazardous to the health of the community. Oxidation dams are still in a good condition.

The challenges are:

- Vehicles for the removal of refuse.
- Upgrading of dumping site in Victoria West.
- Illegal dumping of refuse on public open spaces.
- Dust bins for households.

Telecommunication:

Telecommunication systems are well distributed in the municipal area but are in need of upgrading in the rural areas.

Telecommunication data:

Households	2001	1996
Telephone and Cell phone in Dwelling	458	-
Telephone only in Dwelling	626	943
Cell phone	289	-
Neighbour	1034	605
Public Telephone	1234	703

Other Nearby	178	745
Other – Not Nearby	64	146
No Access	281	1054

The challenges are:

- Supply of sufficient public phones in townships.
- Addressing the issue of stolen telephone lines.
- Addressing vandalism and misuse of public telephones.
- Addressing the availability of IDSL system.

Electricity:

All houses are supplied with electricity, but upgrade projects on electricity installations are still needed.

The challenges are:

- Addressing of street lighting and area lighting
- Upgrading of electricity network in Victoria West.
- Upgrading of electricity distribution network in Richmond.
- Upgrading of electricity network in Loxton.
- Load shading is a core challenge for development.
- Address problem with vendors in Eskom distribution areas.
- Attend to rapid increase in electricity tariffs.
- Attend to old electricity networks.

Spatial analysis:

The location of the Ubuntu Municipal region is in the heart of the Karoo and is primarily a rural area.

Consider the following tendencies:

- Victoria West is the main town with proper town planning and infrastructure in place; informal settlements also abound.
- Victoria West is surrounded by private farms but also has land that is used for communal farming and a game camp.
- Loxton and Richmond also has proper town planning and infrastructure. These towns are surrounded by private farms (major activity: cattle farming) and has land available for farming purposes.
- Hutchinson and Merriman were established as part of the railway system and are also surrounded by private farms.

Land use plans:

Regulations for town planning in Victoria-West are in place.

No regulations for town planning exist in Richmond and Loxton.

Zoning scheme:

The compilation of a zoning scheme for the entire Municipal area is in process.

Roads:

The gravel roads in the area are generally in a poor condition.

The tarred roads in the area are in a fair condition, but are in need of maintenance.

Services:

Information on the current services is needed for planning and upgrading purposes.

5.2.5 Environmental

The Ubuntu Municipality falls within the ambit of the Karoo, a semi-desert area. The name “Karoo” finds its origins in the Khoi and means “land of drought”. No natural surface water is found in the region. The rainfall is low and the region is a part of the

Central lower Nama Karoo division that in turn forms part of the Nama Karoo biome.

Only 0.03% of the total biome is under conservation.

The vegetation is adapted to the dry region and consists mainly of bush-veld and grass is very scarce. Farming is adapted to the situation and is mainly around small livestock.

As the region is sensitive to development an environmental management plan is essential in order to protect the environment and to manage development. Annexure M of this Integrated Development Plan addresses the environmental management of the region.

5.2.6 Economical

Economic analysis serves as an important indicator of trends and defines major economic activities. It further describes the economic profile of the Ubuntu region.

The table below indicates the employment in each sector and sub-sector:

The agricultural sector:

Livestock and game is the nucleus of farming activities in the Ubuntu Region. Irrigation is limited. Livestock farming mainly comprises of sheep, goat and cattle. The main agricultural products are wool for the export market and meat for the local market.

Biltong and hunting are the major products of game farming. Game biltong is produced at and exported from a factory in Victoria West. Game largely consists of springbuck, blesbuck, Gemsbuck (Oryx) reedbuck, blue wildebeest and black wildebeest.

Economic activities within the region are as follows:

	Live stock farming/ Agriculture	Mining	Manu- factu- ring	Elec- tricity	Con- struc- tion	Whole sale trade	Trans- port and comm..	Finance and other	Com- merce and perso- nal service
Hutchinson	28	0	0	0	4	5	33	0	0
Loxton	12	0	7	4	10	17	9	0	6
Loxton farms	1009	0	8	15	3	22	2	5	1
Merriman									
Richmond	17	0	22	3	48	139	23	28	20
Richmond farms	797	0	8	0	4	5	2	5	1
Victoria West	81	1	73	1	166	265	92	104	49

- Water Supply in Agriculture

All the farms are dependent on underground water. The quality of the water is poor because of the high salt content.

- Property ownership

The commercial farmers own most of the farms. Some of the towns have made commonage available that the emerging farmers can rent. The current infrastructure of the commonage is in need of upgrading.

The Agricultural Sector has the following Commercial Agricultural structures:

- Central Karoo Farmer's Union
- Swaelfontein Farmer's Association
- Wagenaarskraal Farmer's Association
- Victoria West Farmer's Association
- Uitvlug Farmer's Association
- Loxton Farmer's Association
- Richmond Farmer's Union

The Agricultural Sector has the following Emerging Farmers structures:

- Progressive Black Farmer's Association
- SOLF (Swart Opkomende Landbou Verenigging)
- Emerging Farmers (Richmond)

The challenges are:

- More land for emerging farmers
- Skills training for emerging farmer and youth
- Upgrading of infrastructure of commonage
- Stock theft is a big challenge.
- Management of the commonage
- Financial assistance for emerging farmers

The mining environment:

Mining does not occur in the region. Various kimberlite pipes in the region were explored. The location of these kimberlite pipes in relation to acknowledged diamond regions places it in the non diamond-bearing category. The few diamonds that were found were generally of poor quality, mostly suitable for industrial use for which there is no current market.

Other minerals found in the region include agate, gypsum, uranium and molybdenum. Excluding agate, the other minerals are essentially of no theoretical value as it is found in small quantities with limited reserves. In a few instances only a few cubic meters are available.

Agate is the only mineral that has potential for future mining. Agate is controlled by government and mainly used for infrastructure purposes by the Department of transport and other authorities that builds roads.

Because of the absence of mining in the region and the small chance of its future occurrence this activity is excluded from the SWOT Analysis.

The Challenges are:

- Prospecting of uranium in the Municipal area-

Industrial:

A need was expressed to start with the making of bricks in the region. The difficulty is to find appropriate raw materials. The geological formation of the region indicates that to find the required raw materials locally is not possible.

Tourism:

The current relevant tourism data is:

Details	Victoria West	Richmond	Loxton	Hutchinson	Merriman
	Sunset Sports Bar	Blue Lantern	Rooigranaat Restaurant	None	None

Dining Facilities	Copper Eagle Trading	Ka-Ma Lodge	Die Blouhuis Restaurant		
	Merino Restaurant	Supper Club			
	Diamond Route Restaurant				
Overnight Facilities	Karoo Bird Park	An-Ra Guest House	Biesiespoort Guest House		
	Bimpi Cottage	Marina Guest House	Jakhalsdans Guest House		
	Bona Vista	Aandrus	Spies Guest House		
	De Oude Scholen	Richmond Lodge	Ouetehuis (Old Age Home)		
	Die Pophuis	Ka-Ma Lodge	Ons Loxton Huis		
	Tuishuis	Perdehoef Guest House	Loxton Lodge		
	Hickmans Country Lodge	Rondawel B&B	Karoo Cottage		
	Liza B&B	Victoria Guest House	Four Seasons		
	Marseilles	Deudone Guest House	Drankwinkel Kamers		
	Melton Wold				
	Rest a While				
	Victoria Guesthouse				
	Silver Oaks				
	Peperboom B&B				
	De Oude Pastorie				

Tourist attractions:

Richmond	Victoria West	Loxton
Horse Breeders Museum	Apollo Theatre	Hiking Trail

		Taaibosfontein (John Sinclair)
Oude Dak	Noblesfontein (Mining of mineral water)	Old buildings
War Park	Printing press (old printers machinery)	Castle (Van Aswegensfontein)
Dinosaurs Museum (Soetvlei)	Museum (fossils, etc)	Largest White Dorper (Van Aswegensfontein)
	Bird park (different types of birds and reptiles)	Handpomp
	Biesiesfontein (processing of game)	Second World War Museum
	Gun Powder House (place where ammunition was stored during WW2)	
	Demarcated old houses	
	Anglican Church	
	Victoria West Trading Post (Mannetjies Roux Museum)	

Tourism services:

Victoria West has a Tourist Center and a tourism office where information, covering the entire region and district, is available. Victoria West Info is an organization that assists tourists in the region. Tour operators are available in the area. Future development at the Apollo Complex will on its completion provide in many tourism needs.

Challenges are:

- Development at the Apollo Complex.
- Expedite the promotion and development of tourism in the region.
- Encourage the involvement of the disadvantaged communities in tourism.
- Funding for the marketing of the tourism centre and tourism attractions.

Banks:

Richmond	Victoria West	Loxton
Standard Bank	ABSA Bank & Mini ATM	FNB Mini ATM

ABSA ATM & Mini ATM	Standard Bank & ATM	
Post Bank	First National Bank & ATM and Mini ATM	

Fuel stations and garages:

Richmond	Victoria West	Loxton
Caltex	Excell	KVB Shell
Excelsior Garage	Shell Ultra	Loxton Herstel Dienste
N1 Truck -in	KVB Shell	
Camp Towing	Besters Garage	
Gou reg Bande	ZAMA_ZAMA	

Shops:

Victoria West	Richmond	Loxton
A.B. Handelaars	Trinitys	Karoo Vleisboere Kooperasie
Fillis Store	Percy se Plek	Ons Winkel
De Nita's Restaurant	Pep Stores	Spies Produkte
Dreyer Fisheries & Bakery		Indraf Café
Karoo Butchery	Ka-Ma Lodge	Loxton Drankwinkel
Karoo Vleisboere Kooperasie	Gafoors Algemene Handelaars	
Kontant Winkel	Ricmic Bakkery	
N12 Mini Mark	J&L Slaghuis & Supermark	
Ons Winkel (Hutchinson)	Gafoors Drankwinkels	
Spar Supermark	BKB	
Tok Inn Medisyne Hoek	Help Mekaar Tavern	
Kontrei Gallery	Sacarica Inn Pub	
Asboskerrm	Biltong Winkel	
Victoria-Wes Slaghuis	Gafoors drankwinkel	
Nick's Shop	Richmond Gallery	
Village Pub		
Pick Bar		
Vorentoe Bottlestore		
Hickman's Liquor Store		
Rabbit Den Tavern		
Indraf General Dealers		
Snoephoekie		
Pep Stores		
Lewis		

Icon		
Lappies Den		
Grib & Vos Joinery		
Ali's Tavern		
O & D Windpompe en Sweiswerke		
Karoo Deli		
China Shop		
Kontant Meubels		
Fillis Store		
Thembi's Funeral Service		
Spotties Shop		
Bovest Butchery		
JF van Wyk & Kie		
Smith Vlok & Kie		

Tuck shops:

Victoria West	Richmond	Loxton
Bailey's Tuckshop	Curby's Mobile	Horns Handelaar
Benji's Tuckshop	Charlies Tuckshop	Riekert Tuckshop
Prens Tuckshop	Six Room	
Gaika's Tuckshop	Wezi's Tuckshop	
Blue Move Tuckshop		
Thozamile's Tuckshop		
Fillis Caravan		
Fula's Tuckshop		
Lebo's Mini Store		

Hotels:

Victoria West	Hickman's Country Lodge Wallrick Rooms
Loxton	None
Richmond	None

Needs:

- Dry Cleaners
- Home Industries
- Local Economic Development Projects to address unemployment.

5.3 Section C: Vision

The vision of the Ubuntu Municipality is “We, Ubuntu Municipality, commit ourselves to be developmental and economically viable, to ensure a better life for all”

5.4 Section D: Mission and Corporate Values and Culture

The mission of the Ubuntu Municipality:

We strive to achieve -

- Effective and efficient service delivery;
- optimal human and natural resource development;
- local economic growth and development, job creation and poverty alleviation;
- a vibrant tourism industry;
- to participate in the fight to reduce the infection rate and lessen the impact of HIV/aids, alcohol abuse and other communicable diseases;
- a safe, secure and community friendly environment and
- to ensure sound and sustainable management of Financial and Fiscal affairs of the Municipality.

Corporate Values and Culture:

- Driven by the aspirations of our people, we will respect and uphold the constitution of the Republic of South Africa and , to this end, observe human rights and participate in co-operative governance.
- We subscribe to the principles of Batho Pele and total quality management.
- We commit ourselves to the Codes of Conduct for councillors and officials in the Municipal Systems Act and to the principles of sound financial management.
- We believe in integrity in the relations with all our stakeholders.
- We commit ourselves to a corruption free municipality.

- We endorse a “people-driven” approach and, to this end, commit ourselves to ensuring public participation in local government.

5.5 Section E: Strategic Objectives

The strategic objectives of the municipality refer to the prospected achievements of the municipality by the end of this 5-year plan. The objectives are divided into short-, medium, and long term objectives.

The objectives are also reflected in the needs and priorities as deployed in Annexure C of this Integrated Development Plan. The prioritization of needs refer to the arrangement of development projects in order of priority. The projects are reflected in Annexure D of this Integrated Development Plan.

5.5.1 A SWOT Analysis

A SWOT analysis serves as an introduction to Strategic Objectives of this plan. It further serves as a guide for Development Strategies and Key Performance Areas.

The results of a previous SWOT Analysis done are reflected under the following headings:

- Institutional
- Agriculture
- Tourism
- Business
- Infrastructure
- Community Development

Institutional:

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • High quality Municipal Manager • Good cooperation among officials and employees • Communities can participate in decision-making structures • Good office infrastructure • A number of vacant buildings that can be used as offices • An open door policy is implemented • Prompt execution of tasks – by officials 	<ul style="list-style-type: none"> • Poor payment of services • Insufficient funds for service delivery • Excess employees • Weak community participation • Political in-fighting • Too much time spent on issues of lesser importance instead of service delivery • “White” inhabitants do not participate fully in municipal activities • Bucket system • Weak discipline among leadership • No regular report back to communities

	<ul style="list-style-type: none"> • Shortage of personnel • Lack of training • Local newspaper does not report objectively • Issues regarding Hutchinson still incomplete • Mistakes on municipal accounts
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OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Training • Potential cooperation between the Municipality and the community in terms of service delivery and development • An opportunity to define / clarify roles and responsibilities and to restructure • Cooperation can contribute to strong economic growth • Opportunity to fill promotional posts with local people • Businesses that close do offer new opportunities • Ward committees can be used more effectively 	<ul style="list-style-type: none"> • People traveling with CPS get a lot of the people's money • No support of local businesses • Transport of poisons • Delivery of health services • Loan sharks at CPS pay out points • Self enrichment • Poor communication • Application of credit control policy • Education of payee • The expectations of people regarding power and the use thereof • Making commonage available to communities • Indigent policy must be reassessed • Salaries and wages • Corruption • Paupers burials (will soon be suspended) • Commonage contracts • Misinformation leads to faction fighting between the Council and communities

Agriculture:

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Willingness of commercial farmers • Demand for wool for international market • Sale potential of products • Sufficient animals • Export of game • Excellent agricultural land - Loxton • High level of skills among commercial farmers • Reliable suppliers for farmers 	<ul style="list-style-type: none"> • Progress with land reform • Lack of skills among all farmers • Lack of markets for emerging farmers • Lack of management and economic skills among all farmers • Insufficient financing • Poor cooperation between Commercial and small farmers • Water supply

<ul style="list-style-type: none"> • Farm tourism • Availability of commonage and Government land for all farmers • Labour available • Willingness to succeed • Formation of a working group in the agricultural sector between small and commercial farmers 	<ul style="list-style-type: none"> • Low capacity of veld • Lack of land for emerging farmers • Lack of policing • Scavenger dogs • Poor condition of roads • Poor telecommunication • Housing for farm workers
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OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Improved cooperation • Training • Coordination among farmers • Home industries • Existing market for livestock • Improved sanitation, supply of water and housing in rural areas • Training for specialist work • Improved telecommunication • Transport of passengers • Training of tour guides 	<ul style="list-style-type: none"> • Potential drought • Poor quality of livestock • Unemployment • Insufficient health services • Scavenger dogs • Disunity among emerging farmers • Low wages

Tourism:

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • The Apollo Development in Victoria West • The Karoo habitat as draw card for nature tourists • Victoria West Museum excellent facility • Good hiking trails • The railway line that passes through the region • Utilization of flying school air strip • Local artist • Good game farms • Organized hunting industry • Friendly inhabitants • Ample accommodation • Architecture of the region • Safety • Clean, pure air, clear skies • Indigenous culture 	<ul style="list-style-type: none"> • The quality of some facilities is below what is desired • Lack of recreational facilities • Richmond museum needs attention / not in high quality • Lack of petrol stations in Loxton • No Marketing • Lack of assign posts • Poor roads for tourists • Lack of Tourist information in the region • Vandalism that causes the destruction of information boards • Lack of tourist packages • Long distances it difficult for tourists to visit the region • Poor marketing • Littering spoils the surroundings

<ul style="list-style-type: none"> • The N1 and the N12 services the region that ensures a large volume of traffic through the region 	<ul style="list-style-type: none"> • Race relations leaves much to be desired and impacts negatively on tourism • Poor infrastructure in the townships hurts the tourism industry • Water in Richmond is brack and cannot be consumed by tourists • Mosquitoes and lice are problematic
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OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Job creation through economic development • Opportunity to sell bottled water to tourists • Game farms can be more optimally utilized • Excess to information • Huge opportunities do exist for inter-sectoral tourism • Game farms can be more optimally utilized • The tourism information offices of Ubuntu can be integrated in order to provide an improved service • Recycling of all material • Loxton needs a museum • Upgrading of Caravan park in Loxton • Marketing • Upgrading of railway line that passes the region can benefit community 	<ul style="list-style-type: none"> • Integration within the tourism sector and cooperation among people are not up to standard • Alcohol abuse impact badly on tourism. • Long distances • Competition against other regions • Duplication of services and facilities • Name change • Typical crime (patty crime) • Lack of knowledge • Protest marches with the blockage of roads impacts negatively on tourism and local businesses

Business:

STRENGTHS	WEAKNESSES
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<ul style="list-style-type: none"> • Black economic empowerment (BEE) • N1 & N12 passes through Ubuntu • Small Business Skills • Black and Youth owned business • Support from relevant organization • Friendly inhabitants • Willingness to succeed • Sale potential products 	<ul style="list-style-type: none"> • Can access funds from financial institutes • 10% upfront rule applies • No access to business land • Lack of buildings or space for business • No support from Municipality • Shop in Richmond closed down • Lack of marketing resources • Big business get more opportunities than SMME
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OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Business Chamber in Ubuntu • Opportunity for a mall or other business that are not available in Ubuntu • Economic Development • Training for business skill (SEDA) • Make use of ward committees • Job creation • Ubuntu is central for new businesses 	<ul style="list-style-type: none"> • Unemployment • Lack of buildings or land • Poor marketing • Crime • Lack of resources • Security • Loan sharks • Poor investments • Competition • Political in fights • Eskom electrical failure • Insufficient information or skills • Alcohol abuse • Business locally are given to people outside of Ubuntu • Bad roads to businesses • Community is dependent on social grants

Infrastructure:

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Availability of land for future development • Network to market / animals of ESF • Willingness of commercial farmers to help • Availability of commonage land • Tarred roads • Street well planned 	<ul style="list-style-type: none"> • Insufficient sport facilities • Bad storm water drainage • Moratorium on the purchase of municipal land • Insufficient commonage land for agriculture • Poor maintenance of roads due to lack of funds

<ul style="list-style-type: none"> • Have a full waterborne sewerage system • Sufficient water resources • Sufficient power supply in Victoria West & Richmond • Have dumping sites • Availability of resources to render services • Available land for graveyards in Loxton & Victoria West • Available MIG funds to address infrastructure needs • National roads N1, N12, & R63 • Good gravel roads • Airstrip in Victoria West Richmond and Loxton • Skilled workers to render services • Railway infrastructure 	<ul style="list-style-type: none"> • Municipal vehicle in very poor conditions • Buckets in area • Old houses • Lack of town planning • Old water network • Shortage of electricity in Loxton • No control on the dumping sites • Lack of management over commonage land • Insufficient MIG funds allocations • Poor road conditions • Housing for farm workers • Poor telecommunication • Upgrading of buildings over 60 years
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OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Training • Improved sanitation and water supply and housing in rural areas • Marketing of N12, N1 & R63 • Upgrading of fire fighting resources • Assistance from KVB in terms of poison transportation. 	<ul style="list-style-type: none"> • Full graveyard in Victoria West • Pollution of water resources due to French drains • Old water network • Pollution of rivers in the municipal area • Capacity of reservoirs in Victoria West & Richmond • Electricity supply in Loxton • Capacity of fire brigades • Unemployment and unskilled workers • Uncontrolled and unplanned influx of people into towns • Insufficient funds • Closing of railway services • Transport of poisons through our towns • Social development • Hospitals • Police • Correctional services • Education • Hostels

Community Development:

STRENGTHS	WEAKNESSES
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Better service to improve the lives of our communities • Youth centre to address the needs of the youth • Private Public partnerships for community development • Free access to community hall for community development issues • Avail open land for sustainable development • Opportunity to fill operational posts with skilled people • No alignment with other departments and institutions • Training and capacity building for youth with the support of the municipality • Training of municipal staff • 	<ul style="list-style-type: none"> • Vehicles not equipped for service delivery • Self enrichment and corruption • Delivery of health services • Poor communication • Loan sharks at CPS pay points • Suspension of pauper burials • No environmental awareness • No sustainable environmental friendly strategies in place (very slow) • No community development • Ruined buildings “ white blocks” a threat to the community • Pollution and lack of lights along the N1 • High services bills hinders socio economic development • No mutual respect amongst employer and employees hinders socio-economic development • Application and enforcement of credit control policy

5.5.2 Strategic objectives per category

The Strategic Objectives are divided into the following categories:

- Spatial and Land Reform objectives
- Socio-economic objectives
- Infra-structural objectives
- Economic objectives
- Institutional objectives

❖ Spatial and Land Reform objectives

- The finalization of a comprehensive zoning scheme and town plan for towns within its jurisdiction.
- The integration of racially divided suburbs.
- The acquisition of more land for livestock farming and for irrigation purposes within the jurisdiction area of the Ubuntu Municipality.

❖ Socio-economic objectives

- The improvement of the income levels of all inhabitants.
- The creation of job opportunities in order to decrease the level of unemployment.
- The initiation of poverty relief programs, capacity building programs and empowerment programs.
- The establishment of health programs and the provision of health services (e.g. hospitals, clinics, mortuaries, etc.) for the benefit of all inhabitants.
- The establishment of educational programs focusing on water, conservation, payment for services, HIV / AIDS, tourism, awareness and municipal issues.
- Sport and recreational facilities (e.g. parks) within all towns.
- The provision of emergency services (ambulance and fire fighting services) in all towns.
- The proper provision of safety and security services in all towns to ensure a safe environment.
- Combat family violence and crime.

❖ Infrastructural objectives

- Drilling and equipping of boreholes at Victoria West.
- Upgrading and building of reservoirs at Richmond, Victoria West and Loxton.
- Installation of water softeners in the above three towns.
- Replacement of water meters and water networks in all towns.
- Provision of 1250 houses over a period of 5 years.
- Survey 600 erven (stands, plot).
- Completion of a feasibility study regarding public transport in all towns.
- Upgrading of access roads into the Ubuntu region.
- Upgrading of drainage in all towns.
- Removal or upgrading of the sewerage pump station at Victoria West.
- Upgrading of oxidation dams at Victoria West, Loxton and Richmond.
- Provision of external dumping sites in above towns.
- Purchase of dustbins for all towns.
- Area lighting in all towns with additional street lighting.
- Upgrading of high-voltage wire at Victoria West.
- Upgrading of telemetric system.
- Replace old electricity pre-paid meters.
- In stall prepaid water meters for households

❖ Economic objectives

- Agriculture development.
- Repair of infrastructure on commonage.
- Garlic and vegetable processing at Loxton.
- Feasibility study regarding a wool factory.
- Mining development.

- Determine the mining potential in the Ubuntu region.
- Compilation of an environmental management program.
- Explore uranium in the area.
- Promotion of Tourism and Business.
- Research the possibility of steam safaris.
- Upgrading of Horse Museum at Richmond.
- Compilation of a Tourism Development Plan for Ubuntu.

❖ Institutional objectives

Administration:

- Strategic planning session for councillors and senior personnel.
- Reviewing of the Organogram.
- Monitoring and evaluating of performance management system.
- Workshop the different party of roles and function.
- Finalization of delegation.
- Drafting and implementing of a program for the training / capacity building of personnel and councillors.
- Establishment of an effective administrative system.
- Finalization of service delivery contracts.
- Compile all relevant policy documents.
- Appointment of vacant section 57 positions
- Fill of vacant positions on the Organogram.
- Finalize the transfer of Hutchinson & Merriman to Ubuntu Municipality
- The effective functioning of Ward committees.
- Marriage council's bylaws with the standard Provincial bylaws.

Finance:

- Upgrading of the current financial system.
- Reviewing of credit control system and a credit policy.
- Completion of budgets.
- Finalization of a program for financial training / capacity building of personnel and councilors.
- Ensure a qualified audit report.

5.5.3 Prioritization of objectives

The needs and priorities are summarized in Annexure C of this Integrated Development Plan. The following reflects the prioritization of these objectives:

❖ Local Government and Institutional

- Structuring human resources.
- A well organized and effective administrative system.
- An effective financial system which includes the budget.
- Coordinated service delivery to communities.
- Functional infrastructures e.g. buildings and equipment.

❖ Community Development

- Poverty relief and job creation.
- Capacity building.
- Empowerment.
- Sport and recreational facilities.
- Community halls.
- Cemeteries.

- Health and emergency services.
- ❖ Infrastructure and housing
 - The highest priority is the provision of basic services such as water, sanitation, transport, electricity, telecommunication and housing.
- ❖ Spatial Development and land reform
 - A Land usage plan as well as an environmental management plan are priority issues that can provide direction for future development needs in the Ubuntu region.
 - As a priority, more land has been identified for use by the emerging farmers. The optimal use of the commonage was also considered.
- ❖ Environment
 - A need for a comprehensive environmental management plan was identified as an urgent priority in order to protect the region and to ensure sustainable development.
- ❖ Economic Sector

The Agricultural sector identified the following priorities:

- Training and capacity building of every farmer.
- Cooperation between emerging and commercial farmers.
- Maintenance of infrastructure.
- The Tourism Sector considered the compilation of an Integrated Tourism Development Plan and the completion of the Apollo Project as top priorities.
- Poverty Relief and Empowerment.
- The provisions of basic services like sanitation and domestic water as well as job creation are priorities.

5.6 Section F: Development Strategies

Selected strategies are dealt with under Spatial and Land Reform Strategies, Socio-economic Strategies, Infra-structural Strategies, Economic Strategies and Institutional Strategies.

- Spatial and Land Reform Strategies:
 - To complete the zoning scheme and town planning the following option will be pursued:
 - A service provider will be appointed to complete the zoning scheme and the town plans.
 - To integrate the racially divided communities the following option will be pursued:
 - Town planning will occur in such a fashion that the open spaces between divided suburbs are filled with residential plots if it is practically possible
 - To achieve the provision of land the following option/s will be considered:
 - The Municipality will submit applications for the purchase of commonage to the Department of Land Affairs that will then be rented to inhabitants.

Those persons in need of land can by own initiative use their own funds to purchase land through the Department of Land Affairs, commercial banks, Landbank, Industrial Development Corporation, etc.

- Socio-economic Strategies
 - To increase the income level of inhabitants the following option/s will be pursued:
 - Activate local economic development.
 - Determination of minimum local wages.
 - For job creation the following option/s will be pursued:
 - Local Economic Development.
 - Infra-structural projects using the unemployed in the Ubuntu region.
 - Poverty relief projects.

- To eradicate poverty the following option/s will be pursued:
- Poverty relief projects.
- Subsidization of services.
- Local Economic Development.
- Free basic services.
- Health Services and Health Programs have the following option/s:
- An application to the relevant department/s to provide the required services.
- Negotiations with the District Council.
- Educational programs focusing on water, tourism, HIV / AIDS, etc. will pursue the following option/s:
- Water and Sanitation awareness programs (Department of Water Affairs & Forestry).
- HIV / AIDS programs.
- Awareness programs regarding Municipal services.
- Tourism Awareness programs.
- To establish sport and recreation facilities the following option/s will be pursued:
- Applications will be submitted to possible donors: Department of Sport, Arts & Culture, the Lotto, private sponsors, NGOs, etc. for the provision of the desired facility.
- To provide emergency services the following option/s will be pursued:
- Emergency services applications / agreements with relevant government departments for the provision of the said services.
- Safety and Security will pursue the following option/s:
- Appointment of more police officers (especially for women and youth).
- More vehicles to achieve more effective policing.
- Institute community policing.

- Establish effective community policing forums.
- Ensure visible policing.
- Infrastructural Strategies
 - MIG funds will be used for the upgrading, installation and replacement of water meters.
 - Funds received from the Department of Housing & Local Government will be used to erect houses.
 - A consultant will be appointed to survey stands and to do town planning
 - Consultation with the appropriate funders will result in the upgrading of all access routes.
 - Roads will be upgraded in phases depending on the funding available.
 - Dustbins will be purchased and supplied to inhabitants.
 - Funding from MIG, DWAF and other sources will be used completely overall the electrical system.
- Economic Strategies:

The economic strategies are dealt with under the headings Agriculture, Mining and Tourism.

❖ Agriculture

- Funding from the DBSA will be used to repair Infrastructure.
- LED funding will be used to fund the garlic and vegetable project.
- A feasibility study with regards to the wool factory will be completed prior to it being considered a project.

❖ Mining

- To determine the potential for mining the following option will be pursued:

- A geologist will be appointed to determine the potential for mining.
- A consultant will be appointed to develop an environmental management program.

❖ Tourism and Business

- A study will be undertaken to determine the feasibility of steam safaris in Ubuntu.
- Own funds and funding from the DBSA will be used to upgrade the museum at Richmond.
- A consultant will be tasked to compile a Tourism Development Plan.
- Develop websites and brochures to market the area.
- Compile a tourism marketing strategy for the area.
- Upgrading of Moonlight Hill.
- Training tour guides.
- Establish a tourism forum.
- Upgrading of the Museum in Richmond.
- Start with wool processing.

• Institutional Strategies

The following Institutional Strategies were identified and are dealt with under the headings Administration and Finance.

❖ Administration

The finalization of the integration of the region, reviewing of the organogram, implementing performance management system, role and function analysis, delegation, training / capacity building program, establishment of an effective administrative system and the finalization of service delivery agreements will be pursued by:

- Allowing the Municipal Manager and his management team as well as the councillors to attend to these issues.
- Appointing a consultant to attend to these issues in consultation with the aforementioned role-players.

❖ Finance

The management of the finance system of the council in an effective manner, the review of the credit control policy and the implementation thereof effectively and efficiently. In the application of effective budget-control methods and the presentation of training to staff and a capacity building program, the following option /s will be pursued:

- Allow the Municipal Manager and his management team as well as the Councillors to attend to these issues.
- Appoint a consultant to attend to these issues in consultation with the aforementioned role-players.

5.6.1 Section F 1: Spatial Rationale (KPA 1)

Ubuntu is a low and medium capacity Local Municipality which is predominantly rural. The locality in the middle of the Karoo with water restrictions impacts on the economic profile of the region. Local economic development strategies should be adopted to stimulate economic activities in the area.

The long distances between towns in the region impact on costs and the level of service delivery to communities. It is imperative to adopt and participate in the District Spatial Development Framework, in order to deliver acceptable services to all communities in the Ubuntu region.

It further means that guidelines for Land Use Management should be adopted in order to inform land use in the region. This includes Environmental Assessments for the different towns in the Ubuntu Municipal area.

5.6.2 Section F 2: Basic Service Delivery (KPA2)

The different projects, as identified in the Integrated Development Plan, reflect the nature as well as the level of services which the Municipality intends to deliver to the different communities in the region. The prioritized development projects also indicate short, medium and long term projects to promote service delivery on different levels. An

indicative budget is necessary to implement the projects as planned for better service delivery.

Public participation is the core of the process to determine the development needs for better service delivery. The success of the implementation of the Integrated Development Plan is based on an effective and efficient public participation process.

5.6.3 Section F 3: Local Economic Development (LED) (KPA 3)

The development of a Local Economic Development Plan is one of the most important responsibilities of the Municipality to improve the socio-economic conditions of communities in the region. The Municipality is developing a LED Plan for the Ubuntu municipal area which will be in line with the economic profile of the region, in order to implement successful economic activities to boost the economy of the region.

The Ubuntu Municipality needs to manage and support the economic initiatives in the region, in order to give capacity to the different economic strategies and initiatives. Targets and strategies set in the Provincial Growth and Development Strategy (PGDS) should form part of the economic development strategies in the region. Thus, the Municipality needs a credible LED Strategy to ensure successful economic growth and development.

5.6.4 Section F 4: Municipal Transformation and Organizational Development (KPA 4)

The Municipality developed an Organizational Analysis Plan as well as an Integrated Institutional Plan, in order to promote the transformation process in the Ubuntu Municipality. These plans guides the transformation process and strengthens the current municipality.

Policies and guidelines such as the existing Employment Equity Plan and the HIV/AIDS Programme also contribute to an effective process of Transformation and Organizational Development.

5.6.5 Section F 5: Municipal Financial Viability and Management (KPA 5)

A Credit Control Policy has been developed and should be strictly adhered to, in order to ensure a reasonable income for the Municipality. The policy forms an integral part of the income of the Municipality.

Cost effectiveness and value for money should form part of Financial Management of the Municipality. A Risk Managed Plan is in place and can be used as a tool to prevent unauthorized expenditure and other unexpected costs.

The funding through the Division of Revenue Act (DORA), should be managed strictly according to the budget and approved projects.

5.6.6 Section F 6: Good Governance (KPA 6)

The IDP is developed with the spirit of the Constitution and Municipal legislation, such as the Municipal Systems Act and the Municipal Structures Act. This approach contributes directly to good governance in the jurisdiction area of the Municipality.

Public Participation and Empowerment is an important factor for good governance. The good functioning of Councilors and Officials can serve as an indicator of good governance. The policies and the by-laws in place ensure further to the effectiveness and performance of the Council as well as the Officials.

5.6.7 Section F 7: Special Focus on Designated Groups and others (KPA 7)

This section place the focus on the development of woman, people with disabilities, the elderly and the youth. Policies and by-laws as well as the design of project plans should consider these people in order to contribute to their development.

5.7 Section G: Projects

The projects identified in terms of this Integrated Development Plan are reflected in annexure D of the plan.

Projects as shown under the following sections are:

- Local Government and Institutional

The Institutional projects are listed in Annexure D of this Integrated Development Plan. The projects identified are focused on the establishment of an integrated management system for the Ubuntu Municipality.

The projects are:

- Amalgamation and integration of towns and an analysis of roles and functions.
- Restructuring of human resources
- Standardization of budgets and reporting mechanisms

- Asset register
 - Uniform account and tariff systems
 - Uniform credit control
 - Standard and coordinated service delivery
 - Upgrading of physical infrastructure and equipment
- Community Development

The community projects are listed in Annexure D of this Integrated Development Plan. Job creation and poverty relief are primarily attained through job creation during the implementation of infra-structural projects and the provision of basic services.

- Infrastructure and Housing

Infrastructure and Housing projects are listed in Annexure D of this Integrated Development Plan.

- Spatial Development and Land Reform

Spatial development is addressed in the Land use development plan as reflected in Annexure P of this Integrated Development Plan

- Environmental Management

The Environmental Management Plan is reflected in Annexure M of this Integrated Development Plan as listed in Annexure D of this Integrated Development Plan.

- Economic Sector

The Economic projects are listed in Annexure D of this Integrated Development Plan.

5.7.1 The integration of projects

The Projects are integrated in order to:

- Benchmark the projects against the vision of the Ubuntu Municipality.

- Determine the impact of the projects on the institutional capacity of the Ubuntu Municipality.
- Optimize the application of scarce resources.
- Attain the integrated implementation of projects.
- Use the integrated projects as the basis of the capital Budget of the Ubuntu Municipality.
- Integration of projects is reflected in the annexures attached to this Integrated Development Plan: